



the beginning we observe that all details are geared toward obtaining a fast response to a very elastic demand, coupled with a special attention to continuous research. This approach is an essential requirement for competitiveness and innovation. We then enter the lab, where about ten technicians are testing yarns for quality and regularity, strength, resistance, elasticity, functionality. They are also working with new machinery prototypes that in a few years will probably change the way yarn is "created". But we cannot really tell that story yet! Finally we ask more targeted questions and we realize that the keys to more than thirty years of unmatched success are: the passion for innovative growth, flexible development, differentiation, and ability of creating product demand and of satisfying the most wide-ranging needs.

We ask Dr. Andrea Parodi, Group President, What is Fil Man Made and how is it recognized in the world?

The customers of Fil Man Made perceive the solidity and continuity of our service, quality, and people. This is emphasized by our customers' loyalty and by the awareness of our potential clients.

Your choice to be customer-centric and your management style have been the key components of your success, which you have sustained since 1973. Could you tell us what have been the essential milestones of your growth over these years?

I recall a first personal milestone, a psychological one, which has marked the passion of the evolution towards growth, expansion and innovation. I was 19 years old; I was in the car with my father, who at that time owned a small spinning mill with fifty employees. We were talking about the business and I expressed to him my conviction that it would be a good result if the spinning mill could remain the same for the future. He stopped the car and let me off and I had to struggle to return home. Another fundamental and strategic event for the company took place in 1972. Faced with critical market conditions, such as competitive costs and profits only possible with economies of scale, my father understood that a standardized product was not the future, but that success would arrive only with differentiation.

I read on your website that your strength is represented in your management style, your human capital and the personnel organization. How do you implement that?

My management style is simple: I support my staff in difficult times, I assign responsibilities, and I let them make choices. In one word: coaching.

Is a family-owned business at an advantage?

In the textile manufacturing industry, being a family business, defined as a business transferred from one generation to the next, is a strength and it is essential as long as it is combined with passion and hard work.

Technology and research are definitive two key words that have secured your competitive advantage. Let's analyze their significance together: Technology is present in your production facility for sure, but also in research and innovation for special and experimental yarns. What are the possibilities for the future? What will be the applications for these unique yarns?

The future is not certain, but it has to be conquered through innovation and technology. It is not a slogan, research for novelties and development are the only solutions for the future. One of Fil Man Made's strategies that will allow it to continue its success is to grow in the market and to expand production capacity in other markets, where the costs of labor and energy have a lesser impact on fixed costs.

Do you share your strategy with your suppliers? Where does Marzoli place among them?

We have always had an excellent relationship with Marzoli; we have worked together to create custom-made solutions for more than forty years. I still remember very well the close cooperation with my father to develop your first card capable of working our fibers. At that time we formed a synergy with Marzoli where we shared the results, but also the sacrifices of trial and error.



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THE LONG WAVE OF GROWTH IS RECEDING; THE MARKET IS TIRED. THE QUESTION TO ASK IS WHETHER THIS REPRESENTS A CYCLICAL CRISIS OR WHETHER THE SITUATION IS INDEED MORE COMPLICATED.

Our opinion, validated also by the recent ITMA ASIA + CITME 2008 trade show and by conversations with industry operatives (clients and competitors), is that other causes external to the textile sector may have and may still be influencing the market trends. These causes could be tied to the overall political climate, economic barriers (such as inflation, cost of money and foreign exchange rates between Euro and US Dollar), and energy costs. It is just in this type of situation that a capable and determined company can put strategies into

action aimed at improving internal processes, enhancing its product line, and enriching customer service so as to create the conditions necessary for recovery and for a better future. Improving internal processes means

assembling a team able to create synergies between all departments such as product design, logistics, quality control, sales and after-sale service in order to offer products with better price/performance ratio. Enhancing the product line means having the ability to develop products that are technologically more advanced and that possess standards of excellence for productivity and quality of the sliver and the yarn. Enriching customer service (sales, technical support and spare parts) means providing a team of sales people, engineers and service technicians who advise, follow and assist the customer from the planning and equipment selection phase to the start-up and ongoing management of the plant. Marzoli and its highly



qualified staff are capable of delivering all of that, reaffirming that the value of "Made in Italy" is outstandingly well represented and confirmed by its engineering. At ITMA ASIA + CITME 2008 the winning pieces presented by Marzoli were:

- CM600N Comber
- FTSDN Roving Frame
- MP1N Spinning Frame

The equipment was a success with the public for the high levels of quality and productivity. Marzoli is looking at the future with confidence and enthusiasm coming from the awareness of having a talented, creative and market oriented team capable of encouraging clients and supplying confidence for renewed interest in investments.



► Marzoli at ITMA Asia + CITME 2008.

NUMEROUS VISITORS AND POTENTIAL CLIENTS AT OUR BOOTH • CHINESE MARKET PERSPECTIVES
• FUTURE STRATEGIES • FUTURE MEETINGS.



Marzoli occupied a 300 square meters booth at ITMA ASIA + CITME 2008, the largest textile machinery trade event ever held in China, which took place from the 27th to the 31st of July, 2008. The company featured

its already well known **FTSDN** roving frame with automatic doffing, the **MP1N** spinning frame with automatic doffing, the Rocos compact system and slub yarn, and the new and acclaimed **CM600N** comber. Approximately four hundred visitors and potential clients from Argentina, Australia, Bangladesh, Great Britain, India, Indonesia, Iran, Iraq, Japan, Paraguay, Pakistan, Romania, Sri Lanka, South Africa, South Korea, Syria, Taiwan, Thailand, Turkmenistan and Vietnam visited the Marzoli booth. In particular, we wish to remember and to be thankful of the visit of Turkmenistan's Minister of the Textile Industry, Ms. Geoklenova Jemal Aymuradovna.

The interest in Marzoli's equipment was extensive and we received numerous requests for quotation, especially from India, China, Bangladesh, Turkmenistan and Vietnam.

Engineer Mario Bianchetti, Marzoli's Managing Director, was completely satisfied by the results of the trade

show. The difficulties created by the market conditions are obvious all over the world, however, especially in the first three of the five days of the expo, the interest demonstrated by our visitors was strong and Marzoli had the opportunity to showcase the extremely innovative characteristics of its machinery, its continued attention to automation, and energy savings.

With regards to the future of the Chinese market, Mr. Rosino Varinelli, Marzoli's Sales Director, stated that Chinese visitors expressed great interest in European technologies and in equipment performance, validating the fact that also Chinese producers value quality equipment. Marzoli continues its efforts to invest in world-wide customer service, in research and development of new materials and in innovative technologies in relation to the specific needs of its customers.

Special thanks go to all our current and future customers, and to all the visitors who stopped by our booth.

► Marzoli at ITME India 2008.

MARZOLI CONSIDERS THE INDIAN MARKET AS ONE OF THE MOST IMPORTANT MARKETS AND WISHES TO INCREASE THE LEVEL OF SERVICE TO ITS INDIAN CUSTOMERS. AS A MATTER OF FACT, DURING THE PAST YEAR, MARZOLI IMPLEMENTED A NEW SERVICE STRUCTURE THROUGHOUT THE INDIAN MARKET AND CAN NOW AVAIL ITSELF OF EFFICIENT OFFICES IN THE NORTH, NEW DELHI AND MUMBAI, AND IN THE SOUTH, CHENNAI AND COIMBATORE. AT THESE OFFICES, SIX SALES PEOPLE AND TEN TECHNICIANS, ALL TRAINED AT MARZOLI'S ITALIAN HEADQUARTERS, ARE OPERATIONAL TO SERVE THE ENTIRE INDIAN TERRITORY. THIS IS THE WAY MARZOLI HAS BEEN ABLE TO BRING ITS KNOW-HOW IN DIRECT CONTACT WITH THE MARKET.

The continued technological, mechanical and electronic advances encouraged Marzoli to envision, design and produce the **CM600N** comber that has no competition in terms of performance, quality and efficiency.

The new comber **CM600N** was introduced at the ITMA show in Munich, but it was equally appreciated at ITMA ASIA + CTIME 2008 in Shanghai to further confirm that Marzoli is satisfying all customers' expectations. This machine guarantees high level performance and maximum reliability. The **CM600N** will be taken to India, where the market is already familiar with its achievements. All mechanical, electrical and pneumatic components have been designed to support the

improved performance of the machine. The reduction of work load on the new grippers allows increased production speeds. Newly designed technical components make the machine increasingly reliable and capable of efficiencies over 90%. The carefully designed suction on each combing head and on the new drafting system, improves the cleaning efficiency and increases the overall machine efficiency.

The **CM600N** optimizes the total investment by turning out higher quality cotton, reducing energy costs, and increasing productivity thanks to innovative design solutions of the kinematics and the movement dynamics.

The **CM600N** improves the product quality thanks to the new gripper design, which ensures more accurate combing of the fibers and the creation of a new type of movement thanks to the new detaching rollers designed specifically to improve the overlapping control of the fiber tufts in order to achieve a high sliver quality.

The Marzoli **CM600N** comber opens new horizons to the world of combed cotton. We wish to inform all our clients that we will be glad to receive their visit to see our **CM600N** in action at the **ITME INDIA 2008**, which will be held in Bangalore on November 15-22, 2008. Hall 3, Booth A111. We wish to welcome all of you to our booth.

► Alessandro Ondei, new sales area manager for the Middle Eastern markets.

HE GRADUATED FROM ITIS P. PALEOCAPA IN BERGAMO IN 1981 WITH A DIPLOMA IN TEXTILE TECHNOLOGIES. MR. ONDEI HAS GARNERED AN EXTENSIVE TECHNICAL EXPERIENCE IN SPINNING, WINDING, AND IN COMPLEMENTARY PROCESSES OF COTTON AND BLENDED FIBERS. HE STARTED WORKING FOR MARZOLI IN 1987, WHERE FOR FIVE YEARS HE WAS IN CHARGE OF EXTERNAL INSTALLATIONS. DURING THIS PERIOD HE DEEPENED HIS KNOWLEDGE AND KNOW-HOW OF MARZOLI EQUIPMENT.

Thanks to his past experience in spinning mills, which enriched his knowledge of technology, he was able to interact easily with the clients, so by 1992 he quickly became a chief technician, initially for the French speaking countries and Latin America and then for central Europe and Turkey.

The direct contact with the customers and the plant management allowed him to become more acquainted with different cultures.

From 1999 to 2008 he was responsible for the new equipment after-sale service and for providing technical and technological assistance to the plants. He has a vast experience that allows him to thoroughly understand the problems, the needs and the expectations of the customers.

Starting in June 2008 he was promoted to, sales area manager for central Europe, Middle East, India, Pakistan and Bangladesh.



► One day at Fil Man Made: Stepping into the future.

A FAMILY PASSION AND THE CONSTANT STRIVING FOR RAW MATERIALS HIGH QUALITY AND INNOVATION ARE THE STRONG POINTS OF F.M.M.G., A COMPANY STARTED IN 1972, WHICH NOW HAS EXPANDED GLOBALLY REACHING ANNUAL SALES OF 150 MILLION EUROS.



From the "riverbanks road" coasting along the Trieste gulf, you can reach one of the six mills of Fil Man Made Group in just a few minutes: the Muggia mill. Waiting to give us a tour of an incredible spinning plant producing the most innovative yarns in the world were Doctor Andrea Parodi, CEO of the Group, Mr. Roberto Zanardi, Technical Director of all the units of the Group, and Mr. Innocenzo Fea, Production Manager of the Muggia mill. A first look at the plant gives us a clear indication of how **flexibility** and **dynamism** are the guiding tenets for the management of a production capacity of 25 thousand spindles, simultaneously producing about one thousand different products with yarn counts ranging from 3.5 to 80 Ne,

(Ne 6 with 6 ends and NE 80 with 2 ends). The production schedule is dictated by customer demand because the product is personalized one-on-one for each customer. The production unit employs 250 people.

Each production line is completely isolated and clearly separated to avoid damaging contamination of raw materials that could cause the yarn to assume very different characteristics from the intended ones.

The yarns produced have the following characteristics: they are highly resistant, antistatic, fire resistant, carbon-enriched, with metallic and synthetic fibers, and they are used to produce fabrics for clothing used by pilots, fire fighters, military personnel, etc. The raw materials are high-cost fibers produced

all over the world such as: Kevlar, Polypropylene, Micromodal, Nomex, Twaron, Ricem, Viscosa Lenz, Procon, Trevira, Kanecaron etc.

The fibers are transported automatically throughout the various processes and are visible at any time through clear suction tubes. Product changes take place very often and with little advance notice; therefore the production line has to be flexible and able to adapt quickly. Marzoli cards allow smooth and flowing processing thanks to their flexibility and ability of working a variety of fibers. From

